****

**Kensal Canalside Opportunity Area**

**Development Infrastructure Funding (DIF) study and Transport Study to inform Local Plan site allocation**

**Request for Quotation**

Royal Borough of Kensington and Chelsea

# June 2016

**Invitation to Tender**

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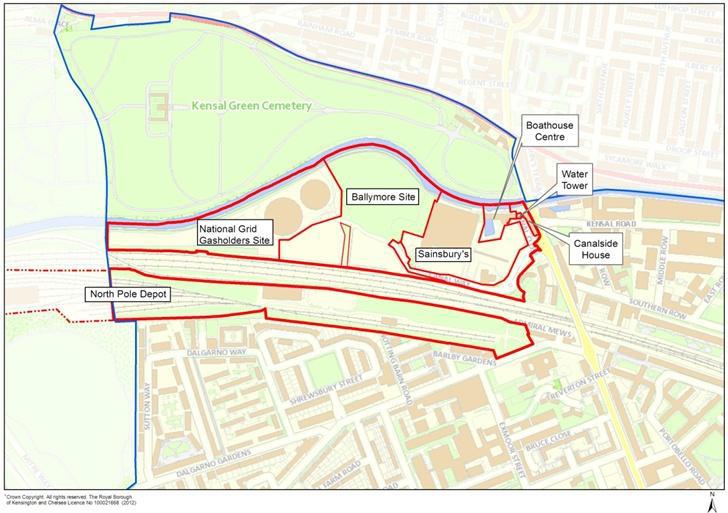
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# 1 Background

* 1. The Royal Borough of Kensington and Chelsea is in the process of a Partial Review of the Local Plan (Issues and Oprtions consulted on in December 2015) which includes the strategic site allocations. <https://www.rbkc.gov.uk/planning-and-building-control/planning-policy/local-plan/local-plan> Kensal Gasworks is a strategic site allocation in the adopted Local Plan (July 2015 Chapter 20) for upwards of 2,500 homes.
  2. The Council’s ambitions for the wider Kensal area are set out in the Kensal Spatial Strategy in the adopted Local Plan (Chapter 5) and the Issue and Options Paper for Kensal Gasworks Supplementary Planning Document (SPD) which the Council consulted on in 2012 <https://www.rbkc.gov.uk/planning-and-building-control/planning-policy/emerging-site-specific/kensal-gasworks-strategic-site>. This document has not progressed but the Council expects to re-start the process in autumn 2016.
  3. The London Plan 2015 identifies the Kensal Gasworks site as Kensal Canalside Opportunity Area and increased the housing allocation to 3,500 while stating “It should be noted that in some Areas the transport system would not currently support this level of growth and developer contributions may be required to underpin enhancements”.
  4. The Opportunity Area covers c. 17 hectares of underused former industrial land and includes a Sainsbury’s supermarket, National Grid infrastructure and (potentially superfluous) operational railway land. The Opportunity Area is in multiple ownership as figure 1 below illustrates:
* National Grid own the western part of the site including the gasholders and pressurisation plant. There is a Hazardous Substances Consent relating to the gasholders severely restricting development on the site until they have been removed. There may be a possibility with appropriate safeguarding agreements or conditions for development to proceed but this matter will be the subject of discussion with the Health and Safety Executive (HSE). The gas holders have been mothballed and are scheduled for decommissioning within the next 15 years, although this may come forward as a result of progressing the SPD. The pressurisation plant will be retained but may be rationalised.
* Ballymore own the central part of the site which has been partially decontaminated and some of the site is being used as a Crossrail construction site until 2018.
* Sainsburys own the supermarket and the petrol station. The supermarket could be relocated towards the centre of the site as part of the development.
* LCR (London & Continental Railways Ltd)manage the North Pole Depot on behalf of the Department of Transport. There is some uncertainty about the availability of the North Pole Depot for development. It is currently in railway use and not expected to be released for development in the short or medium term. These terms are not currently specified. The Council is currently requesting clarification on when a decision can be made as it will have a bearing on the quantum of development that can be supported.
* Catalyst Housing Association owns the Boathouse Centre which is leased to the Council as a community facility. There are 16 affordable housing units above.
* RBKC owns Canalside House, this is a community facility that has been identified as a development opportunity. The existing community uses would be relocated elsewhere.
* The Water Tower has been converted into a private residence.



*Figure 1: Kensal Canalside Opportunity Area land ownership*

1.5 The Council has lobbied for a Crossrail 1 (Elizabeth Line) station for this site for many years and a number of studies have been produced setting out the case for a station <https://www.rbkc.gov.uk/parking-transport-and-streets/getting-around/kensal-portobello-crossrail-station>.

1.6 In March 2016 the then Mayor of London expressed support support for this ambition and the Council is now working with Network Rail to ascertain that the station and the necessary additional tracks can be accommodated. Provided this work does not identify any insurmountable obstacles it is envisaged that four, and possibly six, Crossrail trains an hour, in either direction, would stop at Kensal Portobello Station.

1.7 Construction of the station has to take place in 2022-2023 when there are track possessions planned for work to construct the HS2 line to Old Oak Common station. If this opportunity is missed the track possession costs required for construction would be unaffordable.

1.8 Kensal Canalside has a zero CIL rate for all uses on the site. The Council expects to fund all infrastructure requirements via s106 Agreement, subject to s106 pooling limits.

**2.0 The Kensal Canalside Development Infrastructure Funding (DIF) Study and Transport Study– purpose and scope**

2.1 The Council is commissioning this study to provide evidence to support the Local Plan Partial Review (LPPR) strategic site allocation for Kensal and the Kensal Canalside SPD which will be taken forward subsequently. This brief covers the study objectives, the key approach, programme and deliverables. It also covers the management and resources required to meet the deadlines.

2.2 The transport study will inform the DIF and the Transport chapter of Kensal Canalside SPD and Transport Assessments prepared to support future development proposals within the Kensal Canalside Opportunity Area.

2.3 The DIF will provide a greater understanding of the scale, type and costs of infrastructure required to support the proposed level of development at Kensal Canalside. The work will test a number of different development scenarios, identify the infrastructure requirements that arise from each and test the viability of delivering this infrastructure and affordable housing in each case. Decontamination requirements and costs will need to be identified as part of this study.

2.4 All the sites outlined in Figure 1 should be included for the purposes of providing tender responses.

2.5 The commission is comprised of two distinct studies:

* Transport Study
* Development Infrastructure Funding(DIF) Study

**3.0 Transport Study**

3.1 The Transport Study findings will feed into the DIF, the main objectives of the study are to:

* Assess the travel demand that will be created by new development within the Study Area, by mode and time period. The Study Area is to be defined by the consultant. Consider the potential travel demand that could be created across a wider area for new transport interventions serving the Study Area.
* Identify a package of transport interventions that may be necessary to support this new development. These interventions should include consideration of the following:
  + The provision of a Crossrail Station
  + Options for reducing site severance, including new links across the Grand Union Canal and the GWML railway
  + New and enhanced road infrastructure including the provision of new or improved road junctions on Ladbroke Grove
  + Opportunities for new public transport services and bus routes
  + Options for enhancing bus reliability, capacity and frequency
  + Options for improving conditions for pedestrians and cyclists, including new routes, cycle hire provision and cycle parking
* Determine indicative costs and timescales for delivery of these interventions.
* Determine the land take that would be required to deliver each transport intervention (including access routes in the case of a bridge or a station) and indentify the potential impact this could have on housing delivery.
* Confirm that that the suite of physical interventions recommended would deliver satisfactory access for emergency services to all parts of the opportunity area.
* Document the findings of the Transport Study in a report which includes maps, plans and drawings where appropriate.

3.2 The Council wishes to maximise the delivery of residential homes on the site in the absence of other similar land banks in the borough. Accordingly the Council wishes the successful consultant to test 18 specified development scenarios to explore what the delivery of key transport interventions would mean for housing delivery. It may be that some scenarios are unworkable and should be discounted. It may be that others are refined as a result of the study’s preliminary findings and given the Council’s wish to maximise the delivery of residential homes on the site. The specified development scenarios, set out in Table 1, are based on potential intensities of development (high, medium and low) and based on the provision or not of a Kensal Portobello Crossrail Station and/or a new road bridge over the Great Western Mainline, and/or the North Pole Depot.

*Table 1 Development Scenarios*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Scenario** | **Intensity** | **Housing** | **Jobs** | **Station** | **Bridge** | **North Pole Depot** |
| 1 | High | 5,000 | 2,000 | yes | yes | yes |
| 2 | High | 5,000 | 2,000 | yes | yes | no |
| 3 | High | 5,000 | 2,000 | yes | no | yes |
| 4 | High | 5,000 | 2,000 | yes | no | no |
| 5 | High | 5,000 | 2,000 | no | yes | yes |
| 6 | High | 5,000 | 2,000 | no | yes | no |
| 7 | High | 5,000 | 2,000 | no | no | yes |
| 8 | High | 5,000 | 2,000 | no | no | no |
| 9 | Medium | 3,500 | 2,000 | yes | yes | yes |
| 10 | Medium | 3,500 | 2,000 | yes | yes | no |
| 11 | Medium | 3,500 | 2,000 | yes | no | yes |
| 12 | Medium | 3,500 | 2,000 | yes | no | no |
| 13 | Medium | 3,500 | 2,000 | no | yes | yes |
| 14 | Medium | 3,500 | 2,000 | no | yes | no |
| 15 | Medium | 3,500 | 2,000 | no | no | yes |
| 16 | Medium | 3,500 | 2,000 | no | no | no |
| 17 | Low | 1,500 | to support housing only | no | no | yes |
| 18 | Low | 1,000 | to support housing only | no | no | no |

3.3 The study would involve:

* Understanding the existing and future conditions
* Conducting transport modelling and any associated off-model analysis required to develop model inputs
* Producing evidence to establish the development scenarios that could be supported within the Study Area
* Identifying outline funding requirements and timelines for recommended transport interventions for given scenarios
* Proposing an appraisal framework to allow development scenarios to be compared against one another in terms of estimated transport infrastructure costs per unit
* Presenting options, including scale drawings of junction layouts, of how satisfactory road access to the development area could be delivered to meet the needs of all road users (for the purposes of this exercise it can be assumed that existing buildings within the opportunity area do not need to be retained)
* Providing confirmation that the recommended package of interventions would deliver satisfactory access for emergency services to all parts of the opportunity area, and
* Ensuring that the study outputs can support the development of a future Supplementary Planning Document

3.4 The scale of the Opportunity Area is not large enough to warrant undertaking a full strategic highway modelling study. Strategic highway modelled flows (base and/or future year) can be taken from the Old Oak Common Transport study and these can be inputted into a local model. However notwithstanding this the proposed methodology should allow flexibility to incorporate the inputs and outputs of the study to feed into highway assignment models and local models for micro simulation purposes.

3.5 The proposed approach should cover the following aspects;

* Develop an analytical plan to identify transport issues within the Kensal Canalside Opportunity Area and area of influence and to identify a set of forecasting and assignment tools to test the different development scenarios.
* Investigate vehicular, pedestrian, and public transport accessibility to each zone within the opportunity area
* A base year scenario is to be built for 2015 with the existing infrastructure and land use patterns. This year has been chosen to be consistent with the Old Oak Common Strategic Transport Study
* Forecast years to be 2026 and 2031. The former is the planned opening date for the Old Oak Common Crossrail station and the assumed latest date that a station at Kensal Portobello would open. The latter is the future year identified within the Old Oak Common Strategic Transport Study
* The time periods to be assessed are the morning and evening peak traffic hours andthe busiest hour (in terms of traffic generation) at Sainsbury’s (which is likely to fall on the weekend)
* Demonstrate the impact on car parking, goods vehicles, taxis and walking and cycling
* Evaluate sustainability of transport scenarios in terms of economic, social and environmental aspects in its broadest sense but allow for flexibility for detailed analysis to provide a base for building future business cases, if required
* A local model should be built in TranEd (or similar) with junction models (Linsig, Picady, Arcady etc.). Trip generation should based on TRICS and 2011 Census data.

3.6 The appointed consultant will be expected to perform the below, or similar tasks, in order to realise the study objectives:

* Define and agree on the study area (core study area, and wider area of influence) so as to capture the impact of the Kensal Canalside Opportunity Area on the immediate surrounds
* Divide the study area into functional zones so that the accessibility levels of all significant development plots can be established
* Determine and propose the different levels of transport analysis required to assess the development scenarios
* Co-ordinate and consolidate key stakeholder inputs into the transport analysis from the landowners and TfL, the strategic transport authority.
* Develop a consultation strategy in conjunction with the client team to ensure consistent engagement with different stakeholder groups at key stages of the study
* Produce and agree trip rates, trip distribution and mode split from existing and future development
* Collate available background information to establish a good understanding of the current situation
* There will be a requirement to collect additional appropriate data, if necessary, for modelling inputs. This will involve surveys of vehicle and passenger counts for model building
* Evaluate the modelling results of the agreed future year scenarios and identify the issues given the development quantum and policy interventions, particularly the barriers relating to local accessibility, walking and cycling, within the Opportunity Area
* Recommend solutions to tackle the challenges presented by Opportunity Area’s constraints
* Explore all rationalised options and make final recommendations that are consistent with policies on transport and planning within the Local Plan and the London Plan
* Formulate a broad appraisal framework to evaluate the solutions that is consistent with TfL’s best practice guidance
* Identify funding requirements and phasing, as far as possible, of transport interventions (infrastructure, traffic, road management etc) to match scale of development and timelines.

3.7 The consultant is also required to present options, including drawings of junction layouts (at scale 1:200), of how satisfactory road access to the development area could be delivered to meet the needs of all road users (for the purposes of this exercise it can be assumed that existing buildings within the opportunity area do not need to be retained). GIS Layers will be provided.

3.8 **Deliverables**

The consultants are tasked to deliver the following components of the transport study:

*Deliverable A1: Transport modelling*

Standard and customised modelling outputs to inform the key transport requirement to support each of the specified development scenarios

*Deliverable A2: Transport accessibility simulation*

Localised analysis to demonstrate accessibility levels to development zones using simulation tools

*Deliverable A3: Transport interventions and costs*

A list of phased transport interventions and funding requirements to match the scale and schedule of development planned within the Opportunity Area for feasible development scenarios

*Deliverable A4:Interpretation of findings*

Analysis to cover strategic planning aspects of accessibility, transport capacity, housing capacity and crowding/ congestion within the Opportunity Area and the surrounding area, if such impacts are identified through modelling

*Deliverable A5: Assessment Framework*

Strategic assessment framework and appraisal outcomes of the transport packages that adhere to TfL’s best practice guidance.

*Deliverable A6: Reports and Maps*

A set of reports, technical and non-technical complete with appendices and GIS maps when appropriate to support the review of the Local Plan, to serve as a basis of a Transport Chapter with a future SPD and as a basis for transport assessments to support future planning applications within the opportunity area

1. **The Development Infrastructure Funding (DIF) Study**

4.1 A land remediation study will be required to establish and cost the site decontaimination requirements for the development scenarios set out in Figure 1.

4.2 The infrastructure requirements identified by the DIF will include:

* a new Crossrail station and associated track works
* a new road bridge across the Great Western Mainline
* affordable housing
* highways improvements, which may need to include a second access to Ladbroke Grove
* education, health, leisure and community facilities
* public realm, utilities, public transport, employment and training (including local construction training)
* emergency services
* public open space and play space
* Combined Cooling and Heat and Power facility (CCHP).

4.3 Owing to the complexity of the site and uncertainty about provision of a Crossrail station, and in order to provide evidence all reasonable options have been considered for the Local Plan Partial Review (as discussed under point 5.2 above) it will be necessary to investigate a number of different development scenarios and their associated infrastructure requirements, as set out in Figure 1.

4.4 This work will include verification of the housing numbers set out in Figure 1 based on the infrastructure provided, the associated Public Transport Accessibility Levels (PTAL), the London Plan density matrix and emergency access requirements, Development Plan constraints, the impact on heritage assets and physical site constraints.

4.5 The DIF will need to consider the level of affordable housing (including scenarios includingstarter homes) that can be delivered for the different development scenarios. The Local Plan Partial Review Issues and Options consultation <https://www.rbkc.gov.uk/planning-and-building-control/planning-policy/local-plan/local-plan> is proposing that the Borough-wide affordable housing target is reduced from 50% to 30-35%, to reflect the actual levels. A borough-wide housing viability study is being conducted. This will also investigate the impact of the requirement to provide 20% starter homes. The findings will be made available to the consultants, the first draft is expected at the end of June. However, the affordable housing study is a high –level analysis based on borough-wide costs and values and will not deal with the unique site specific circumstances at the Kensal Canalside Oportunity Area. The consultants should refer to the Council’s Strategic Housing Market Assessment (SHMA) <https://planningconsult.rbkc.gov.uk/consult.ti/LPPR/consultationHome> for guidance on the appropriate housing mix and size of properties. The LPPR Issues and Options Housing Chapter (December 2015) also sets out key issues and optionson affordable housing delivery.

## 4.6 **DIF Consultant team**

The DIF incorporates a wide range of challenges and the need for specialist input from various fields, and the consultant is therefore required to assemble a team that it best feels provides for expert advice on all the above areas. The team should therefore include, but not necessarily be limited to expertise in:

* Cost Consultancy
* Infrastructure (including an understanding of transport infrastructure required and operations particularly in relation to stations, bridges and roads)
* Land remediation
* Property
* Financial modelling
* Utilities
* s106 developer contributions and CPO

4.7 **DIF Deliverables**

*Deliverable B1: Land Remediation Study*

Identification of the decontamination requirements for the different development scenarios and their costs.

*Deliverable B2: List of Infrastructure Requirements*

The appointed consultant (or team of consultants) will be expected to identify a list of infrastructure requirements for each development scenario for agreement. This final list is likely to include the following points, but the consultant should also identify any other relevant requirements not included in the list below. The list will support the Local Plan Partial Review site allocation as well as inform the associated borough-wide Infrastructure Delivery Plan and Schedule.

|  |  |  |
| --- | --- | --- |
| **No.** | **Item** | **Comment** |
| **Physical infrastructure** | | |
| **Roads** | | |
| 1 | Improved junction to Ladbroke Grove, and possibly a second access from Ladbroke Grove. |  |
| 2 | An east – west highway link connecting Scrubs Lane to Ladbroke Grove. | Costs have been identified in the Old Oak DIF |
| 3 | New network of roads within the development area |  |
| 4 | A new road bridge over the mainline railway |  |
| **Public transport** | | |
| 5 | A New Kensal Portobello Crossrail Station and the associated track works |  |
| 6 | Public Transport improvements e.g. bus infrastructure |  |
| **Pedestrian and cycle** | | |
| 7 | A pedestrian cycle bridge across the canal to Kensal Cemetery |  |
| **Open space** | | |
| 8 | Parks, Public Open Space and Play Spaces |  |
| 9 | Public Realm |  |
| 10 | Improvements to the Canal towpath |  |
| **Utilities and other infrastructure** | | |
| 11 | Provision of a suitably sized ‘area wide district energy network’, including an energy centre with connections and piping infrastructure to the development sites |  |
| 12 | Utilities (including Electricity, Decentralised Energy, Gas, Data, Water, Drainage and SUDS) |  |
| 13 | Combined Cooling and Heat and Power facility (CCHP) |  |
| 14 | Waste and Recycling |  |
| 15 | Contaminated Land remediation | Requirements will be identified through a concurrent study |
| 16 | Infrastructure of scale presenting significant constraint to the OA e.g. gasholders and gas mains and propose an accommodation diversion strategy | Details will be provided by the landowners |
| 17 | Emergency Services |  |
| **Social infrastructure** | | |
| 18 | Affordable housing |  |
| 19 | Leisure and sports facilities |  |
| 20 | Health facilities |  |
| 21 | Education i.e. Early Years/Nurseries, Primary and Secondary Schools |  |
| 22 | Community Safety (including CCTV and emergency services) |  |
| 23 | Community Facilities (including Youth Provision and Libraries) |  |
| 24 | Business Engagement, Business Procurement, Adult Learning and Skills, Employment and Training (including local construction training) |  |
| 25` | Employment Floorspace |  |

As part of this deliverable the consultant will identify whether the infrastructure needs can be met by existing infrastructure, increasing the capacity of infrastructure or provision of entirely new infrastructure, with reference to which authority/group would be responsible for delivering each infrastructure project. There are likely to be different governance and delivery options for delivery of key infrastructure projects and facilities.

*Deliverable B3: Costs of Infrastructure*

Subject to agreeing the proposed list of infrastructure requirements, the consultant will then provide an estimate of the costs for providing, and ensuring on-going maintenance/operation, for each piece of infrastructure. Consultants should also advise on how to provide for inflation.

*Deliverable B4: Apportionment of infrastructure costs*

The consultant will then identify the extent to which infrastructure could or should be provided on or off site, and where there might be a need for land or buildings to be made available within the development area. The consultants will identify:

* the infrastructure that might reasonably be required within the delivery of a private led development (i.e. as part of the delivery of development);
* which pieces of infrastructure might reasonably require financial contributions from other partners; and
* which pieces of infrastructure represent a burden that would be over and above the normal expected development costs of individual developments/sites – i.e. one that is a function and requirement emanating from the cumulative effect of development in the entire OA.

*Deliverable B5: Infrastructure phasing*

Assuming that development of the site could commence in 2018 with relocation of the Sainsbury’s supermarket and taking account of the requirement to build the station and bridge in 2022-23 to take advantage of the HS2 track possessions, the consultant will provide a programme of what infrastructure is required and when for each of the development scenarios. This programme should identify the critical / enabling, essential and desirable pieces of infrastructure required for each phase.

*Deliverable B6: Development Viability Modelling*

This section of the DIF study will carry out an assessment of the viability of the proposed development scenarios in relation to likely future market demand and supply. Cushman and Wakefield have completed Kensal Canalside Development Uplift Study <https://www.rbkc.gov.uk/parking-transport-and-streets/getting-around/kensal-portobello-crossrail-station> which can provide a guide for this study. This will need to include the cost of decontamination.

The consultant will establish a cash flow model in order to test and forecast the viability of the proposed development scenarios, including the residential and commercial uses. The consultant will test three different levels of affordable housing: (existing) policy compliant 50%, 35% and 20% for each development scenario.

*Deliverable B7: Development Viability Assessment*

The consultant will undertake a high level commentary on the viability of the development scenarios including an assessment of whether each scenario is economically viable given the forecast supply and demand for residential and commercial property in the area using a residual land value approach.

*Deliverable B8: Funding Strategy*

S.106 has been identified as the mechanism that will be used to pay for delivery of all infrastructure at Kensal Canalside OA because there is a zero CIL rate for the site for all uses. The Council has committed to underwrite up to £33m of the station costs provided that they are recouped from subsequent developer contributions. The consultant will identify phasing of development and funding and in particular the gap between when major infrastructure investment like the station and the bridge will need to be funded and receipt of Section 106 developer contributions from the site. The consultant should identify a funding strategy to overcome this gap.

This will need to consider the pooling restrictions on S106 planning obligations and provide guidance on when development contributions should be paid.

This deliverable should provide information on how inflationary uplifts in s106 charge would be dealt with over time. If these should be index linked, or subject to regular review.

**5.0 Summary of project deliverables**

|  |  |
| --- | --- |
| **Transport Study** | **DIF Study** |
| A1: Transport modelling | B1: Land Remediation Study |
| A2: Transport accessibility simulation | B2: List of Infrastructure Requirements |
| A3: Transport interventions and costs | B3: Costs of Infrastructure |
| A4: Interpretation of findings | B4: Apportionment of infrastructure costs |
| A5: Reports and Maps | B5: Infrastructure phasing |
| A6: Estimated costs including operational costs | B6: Development Viability Modelling |
| A7: Strategic appraisal | B7: Development Viability Assessment |
|  | B8: Funding Strategy |
| Final report | Final report |

1. **Project Timescales**
   1. The Council is committed to consulting on the Local Plan Partial Review Draft Policies in October 2016, so the DIF and the Transport Study must be completed by the first week of October 2016 at the latest.

|  |  |
| --- | --- |
| **Task** | **Timescale** |
| Issue tender | 8 June 2016 |
| Clarification questions to the RBKC lead | By 17 June 2016 |
| RBKC to respond to clarifications | By 22 June 2016 |
| Final tender submissions | 30 June 2016 |
| RBKC tender review | 1 and 4 July 2016 |
| Selection of successful consultant team | 5 July 2016 |
| Contracts | 8 July 2016 |
| Inception meeting | 11 July 2016 |
| **Commence project** | **11 July 2016** |
| Submission of inception report (2 weeks) | 25 July 2016 |
| Review of interim report and comments | 19 August 2016 |
| Submission of draft reports (8 weeks) | 12 Sept 2016 |
| Presentation of draft report for comment (2 wks) | 23 Sept 2016 |
| Submit final reports for final check (3 weeks) | 3 Oct 2016 |
| **Final reports with evidence submitted** | **7 Oct 2016** |

6.2 Owing to the constrained timeframe stakeholders are commenting on the project brief and it may be refined at the inception meeting.

6.3 The Consultants will be expected to produce an inception report after 2 weeks setting out a programme of how the project deliverables will be produced within the specified timeframe. This will also identify the information that is required from the working group. *To be agreed with steering group.*

6.3 Interim report 8 weeks after Inception report reviewing progress against the agreed programme and identifying any remedial action necessary. The consultant will be expected to present the information to the client and steering group for agreement. *To be agreed with steering group.*

6.4 Draft Final reports due 10 weeks after Interim report is submitted – setting out draft DIF. The consultant will be expected to present the information to the client and steering group for agreement. *To be agreed with steering group/ review with working group*

6.5 Final reports due 3 to 4 weeks (subject to agreement) after draft final report comments are received from the steering group and working group. The consultant will be expected to present the information to the client and steering group for agreement

6.6 The final reports will need to be provided as 8 hard copy reports with electronic copies of the report,evidence and background information.

**Risks and Limitations**

6.7 The successful consultancy is required to consider the risk in preparation of the bids and provide a contingency plan to ensure that there is sufficient evidence available to inform site allocation scenarios in case of any unforeseen delays to the study programme.

6.8 There is a requirement to submit a risk register capturing any potential issues that could delay the overall programme and the delivery milestones.

**7.0 Client and steering group**

7.1 The Royal Borough of Kensington and Chelsea (RBKC) is the client for the project. The commission is being run as a collaborative piece of work with the Kensal Canalside Opportunity Area landowners and being funded by them as part of a Planning Performance Agreement.

7.2 The consultant will work under direction from the client to gather the relevant information from the public and private sector partners working on the project.

7.3 The Council and landowners/ developers have much of the information that is required to scope out the likely level of infrastructure that will be required to support the likely level of development. The following relevant reports and studies are available from the Council’s website <https://www.rbkc.gov.uk/parking-transport-and-streets/getting-around/kensal-portobello-crossrail-station>.

* Regeneration Benefits Kensal Addendum
  + - Economic Impact Assessment
    - Kensal Gasworks Report
    - Kensal Canalside – Development Uplift Study

Further information will be provided at the initial inception meeting including:

* Initial design, costing and feasibility for the station, additional rail track and bridge
* Site constraints
* Height and massing masterplan for the site

7.4 The consultant should assume a bi-weekly working group meeting with the client to be attended by the lead consultant with the support of other members of the team as required. The landowners will attend some of these meetings to help inform this work.

7.5 Sign off of the interim and final reports will require agreement from RBKC. The DIF study will be managed by Jo Hammond, Neighbourhoods Team Leader and Jonathan Wade, Head of Forward Planning. The Kensal Canalside Transport Study will be managed by James McCool, Transport Planning Manager with input from Jo Hammond, Neighbourhoods Team Leader and Jonathan Wade, Head of Forward Planning. Transport for London (TfL) will also have an input.

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